

# STATE OF IOWA AFFIRMATIVE ACTION/DIVERSITY PLAN AND REPORT

## **Diversity Plan's Relationship to Affirmative Action**

Each department will submit by July 31<sup>st</sup> an Affirmative Action/Diversity Plan to DAS, who will receive it on behalf of the Diversity Council. This document is to report on your activities and accomplishments for FY 2008, and report on your intended activities for FY 2009.

For the purposes of this document, the term protected classes refers specifically to females, minorities, and persons with disabilities. Protected classes may be subject to numerical goal setting in employment. The term diversity includes the protected classes, but also includes broader differences, such as age, sexual orientation, and religion. These differences are not subject to numerical goal setting in employment, but may be protected by non-discrimination statutes and policies. Please refer to Executive Order Four and the State's EEO/AA Policy for more details.

## **Diversity Plan Content and Design**

*(The following AA/Diversity Plan and Report format is required; however additional material may be submitted or referenced.)*

### **I. Hiring and Promotion Practices**

You submitted a baseline of your current hiring and promotional practices to DAS in February 2008. DAS will be contacting you to address questions and seek clarification of your submission. You will not need to submit any additional information until these meetings take place over the next several weeks.

**AGENCY ACTION:** If you have made any changes to your hiring practices during FY 2008 since your February submission, please submit these changes as part of your FY 2008 AA/Diversity plan results. In addition, if you plan any changes in FY 2009 those may also be submitted.

## II. Recruitment and Retention Plan

**AGENCY ACTION:** Please fill in the text boxes in the template to describe any activities or initiatives you took in FY 2008 to address recruitment issues in your agency and your plans for FY 2009.

### Recruitment and Retention Plan Intent

Recruitment and Retention of a skilled, productive, and motivated workforce is critical to establishing and maintaining a culture of excellence. Department plans will reflect specific departmental skill and workforce makeup needs to reveal opportunities for attention and improvement. These plans are intended to document your efforts in creating a culture of excellence.

### Recruitment Plan

The purpose of the department's recruitment plan will be to position state government at all levels for success in finding, acquiring, retaining and promoting quality talent.

The primary components of the recruitment portion of the template include:

- Organizational Strategies
- Analysis of Factors Affecting Recruitment
- Sourcing Activities and Tools
- Other Recruitment Management Methods
- Milestones and Time Tables

### Organizational Strategy

*Improving diversity will help us advance our long term strategic objectives and business goals in the following manner:*

It is our intent that by further diversifying our department we will have more opportunities for growth and new perspectives on how to achieve our mission/goals. Having a more diversified workforce can bring new ideas and talents to each division as Iowa Communications Network continues to meet the challenges of technological advances and customer needs. A diversified workforce will also engender more trust to customers, create a more stable platform for delivering services, and provide a catalyst for change. Diversity can also help to create a greater pool of strategies that align with our customer's cultural makeup. Once cultural barriers are worked through, groups tend to increase performance and more rapid growth can occur.

*The overall organizational strategy for recruitment in my department for FY 2008 and changes for 2009 will include the following:*

FY 2008

Require all hiring managers to attend the Diversity Training course offered by PDS.

Update and expand the multi-cultural list for distribution of vacancy announcements

Continue to work with Vocational Rehabilitation in placement of persons with disabilities.

Continue to advertise in the Iowa Bystander and El Comunicador, as well as the Des Moines Register, Job Dig, Juice, and occasionally radio spots.

Utilize DAS-HRE's recruitment and retention specialist to place/retain qualified underutilized populations in our workforce.

Continue to attend multi-cultural events and job fairs for exposure and recruitment efforts.

FY 2009 Require all hiring managers and employees to take the Diversity Training PDS course developed under the Executive Order 4 and approved by the Diversity Council.

Utilize DAS-HRE's recruitment and retention specialist to place/retain underutilized populations in our work force

Continue to update and expand the multi-cultural list for distribution of vacancy announcements

Continue to attend multi-cultural events and job fairs for exposure and recruitment efforts.

Continue to utilize DAS-HRE's recruitment and retention specialist to place/retain qualified underutilized populations in our workforce.

Continue advertising in the Iowa Bystander and El Comunicador, as well as the Des Moines Register, Job Dig, Juice, and occasional radio spots, while looking for additional advertising outlets.

*Describe how managerial staff is assigned or otherwise allocated to the recruitment function. Please list what levels of management are involved in the recruitment function:*

FY 2008 Managers did not attend recruitment fairs in FY2008. The personnel assistant has attended the job fairs.

FY 2009 Managers or designated staff will attend job fairs and help host booths as time allows. PA will attend job fairs and host booths as budget allows.

*The name and contact information of a primary recruitment contact for usage by DAS is:*

Pam Broyles, Human Resources Associate  
Iowa Communications Network  
400 E 14<sup>th</sup> Street, Des Moines, Iowa 50319  
Office: 515-725-4612  
Fax: 515-725-4774  
pam.broyles@iowa.gov

## **Analysis of Factors Affecting Recruitment**

*Based on known or projected staffing needs for FY 2009, please provide an estimate of the number of vacancies you plan to fill in FY 2009. (Note: this is for general information only and not intended to replace the affirmative action analysis and goal setting for FY 2009):*

ICN anticipates the need to fill 10 positions in the 2009 fiscal year.

*Of the total number of positions to be filled, the following job classes have been identified as difficult to fill based on previous experience:*

Historically, Telecommunications Engineers and Information Technology Specialists positions are the most difficult vacancies to fill.

*Of the total number of positions to be filled, the following job classes have been identified as high turnover:*

Information Technology Specialist positions are the highest turnover positions for ICN.

*Of the difficult to fill and high turnover job classes, list recruitment barriers experienced by job class:*

Recruitment barriers to filling Information Technology Specialist positions are small job pools and increasing competition with private industry to offer comparable salaries.

*Of the difficult to fill and high turnover job classes, those which are typically underutilized for protected classes (females, minorities, or persons with disabilities) are:*

EEO Code 2

Information Technology Specialists 2, 3, 4, & 5 - 00119, 00120, 00121, 00122 - (females & PWD's)

Telecommunications Specialist - 04780 - (females & PWD's)

Telecommunications Specialist Sr - 04781 - (females & PWD's)

Telecommunications Technology Enterprise Expert - 04789 - (females & PWD's)

Telecommunications Engineer - 04787 - (Minorities & PWD's)

*List the barriers that have been identified in recruitment of the protected classes:*

The technical jobs require specialized education and experience that are not always readily found within the the Des Moines area. Additionally, limited salary ranges do not meet expectations of the recruit.

*The following methods and activities are planned to deal with recruitment barriers in FY 2009:*

To actively seek and target more populations, vocational schools and organizations for recruitment of qualified candidates in underutilized categories.

Increase exposure by hosting a booth at more career fairs as budget will allow.

## **Sourcing Activities and Tools**

*In FY 2008 we attended the following career fairs, networking events, and community events:*

Greater Des Moines Partnership's quarterly Multicultural Reception

11/14/07 Pam Broyles; Kevin Heinzeroth

Patty Judge - key speaker - Announced One Iowa Award

ICN Lunch & Learn, Related to the New Iowa Civil Rights Law

01/24/08 Pam Broyles

Sponsored by CISHRM on protected class of citizens - LGBT

Lunch & Learn - Creating Community Solutions for Iowa's Labor Shortage

02/05/08 Pam Broyles  
Sponsored by CISHRM - hiring ex-offenders

22nd Annual Symposium for Human Rights & Civil Rights

04/16/08 Pam Broyles Hotel Ft DM

Attended workshops on Immigration Law, Workforce Planning, & Personal Relationships in the Workplace.

Hawkeye Recruitment & Internship Summit 2008

06/05/08 Pam Broyles

University of Iowa, Iowa City

*In FY 2009, we plan to attend the following career fairs, networking events, and community events:*

HR Management Liaison and PA plan to attend the EEOC seminar on August 1, 2008

PA and Information Specialist who works with public relations for ICN will be hosting a booth at Discovered Resources Job Fair in Waterloo on October 7, 2008.

PA will be attending the annual 2009 spring Multicultural Event historically held at the Des Moines Botanical Center.

PA will attend or if feasible, co-host a booth at the annual Career Fair held at the Polk County Convention Center in Des Moines.

*Besides the DAS BrassRing applicant tracking system, we use (or plan to use in FY 2009) the following sourcing tools:*

<b>Tool</b>	<b>FY 2008</b>	<b>Budget Est.</b>	<b>FY 2009</b>	<b>Budget Est.</b>
<b>Internet Job Postings</b>	Text Box	Text Box	Text Box	Text Box
<b>Resume Search Products</b>	Text Box	Text Box	Text Box	Text Box
<b>Standard News Print</b>	The Des Moines Register, Job Dig, Juice, Iowa Bystander, El Comunicador	\$8,350	The Des Moines Register, Job Dig, Juice, Iowa Bystander, El Comunicador or	11,000
<b>Specialty Trade Journals</b>	Text Box	Text Box	Text Box	Text Box
<b>Radio</b>	3 radio spots	\$150	3 radio spots	600
<b>TV</b>	Text Box	Text Box	Text Box	Text Box
<b>Open House</b>	Text Box	Text Box	Text Box	Text Box

<b>Search Firms</b>	Text Box	Text Box	Text Box	Text Box
<b>Temporary Staffing</b>	Text Box	Text Box	Text Box	Text Box

*Other (please list):*

PA mails job announcement to a multicultural distribution list and requests the contact person to post in their area, as well as tell any other individuals who might be interested in employment with ICN.

*Identify which of these sourcing tools; either individually or in combination, are most effective in your experience:*

The Des Moines Register and Job Dig reach a greater population of readers state-wide, but we can only speculate that these are the most effective as we do not receive statistics on how applicants learned about the vacancy.

## **Other Recruitment Management Methods**

*In FY 2008, we recruited passive candidates in the following manner (passive candidates are those not actively seeking employment):*

ICN does not actively recruit passive candidates.

*Does your agency use interns? If so, please describe your process for recruiting, such as posting to your website or DAS, hiring as temporary, use of Americorps, etc.:*

Yes, we hire interns. The PA posts notices on various college/university web sites and utilizes the DAS website for seeking interns. After the closing date, the PA gives all resumes/applications from the websites and any other applications from the DAS website (that have a major course study in the area in which the intern will be assigned) to the hiring manager to review. The hiring manager selects 2 or 3 students whose studies and background are most closely aligned with the area of work he/she will be performing and interviews those individuals, either by phone or in person, depending on the situation. The PA sends an offer letter to the selected intern. All interns to date are paid internships, except one (who declined pay).

*Please indicate whether you utilize temporary employment services to provide potential candidates for permanent hire, and if so the process you follow:*

ICN utilizes temporary employment services, which may lead to a permanent hire, however, the temporary employee must apply through DAS/HRE state job website and go through the screening/interviewing/hiring process as any other candidate would be required to do. Consideration is given to the person's work history with ICN, but the person must still receive a high enough score in the matrix to be selected.

*Describe how you handle, track, or otherwise process unsolicited resumes. Indicate if/how you share these within your agency or with other agencies:*

I contact the person and encourage him/her to apply directly on-line through the DAS/HRE website, and explain the application/hiring process. I then ask the person if he/she would like me to forward their resume to HRE. If I am aware of another agency seeking a certain set of skills/experience the applicant possesses, I ask the applicant's permission to share the resume with another agency before forwarding.

## **Milestones and Timetables**

*Summarize your FY 2008 recruitment milestones and identify opportunities for improvement:*



There is heightened awareness of the value of diversity in the workplace and a more conscientious effort to work toward a common goal of creating a more diversified workplace.

The increased focus on diversity and training has helped employees become more aware of their roles and attitudes in embracing diversity. It continues to be a growth experience and self-examination, which is where the change needs to begin before there can be movement toward genuine inclusiveness.

ICN managers are very conscientious about their roles and understand the process for fair hiring practices; they have the desire to build a diversified workforce and are doing the best they can to achieve this goal.

*For FY 2009, provide a timetable for those activities you plan to implement:*

All ICN employees, supervisors, and managers will have attended the new PDS Diversity Training as the schedule of the trainers will allow - schedule for employee training has not been publicized.

## Retention Plan

The purpose of the department's retention plan is to retain and promote diverse and qualified talent.

The primary components of the retention portion of the template include:

- Analysis of Factors Affecting Retention in three areas – FY 2008
  - Turnover
  - Promotions
  - Employee Engagement
- Plans to Improve – FY 2009
- Self assessment

### Analysis of Factors Affecting Retention – FY 2008

The following sections are intended to obtain your analysis of the following factors affecting your workforce.

#### Turnover

*From a retention perspective, the following job classes present the greatest challenge:*

Information Specialists & Telecommunications Engineers

*List the issues you have identified that contribute to the turnover in these classes:*

Many of the Telecommunications Engineers have been with ICN from its inception and they are retiring.

Information Specialists are able to find better paying positions in the private sector, or promotions within other state agencies.

*Check the methods you use to identify turnover factors (check all that apply):*

☒ Exit interviews

*Describe how these are conducted:*

Each employee is given the opportunity for an exit interview with their immediate supervisor, as well as with the Executive Director.

☒ Workforce surveys (employee engagement, satisfaction)

*Describe how these are conducted:*

The PA gives an exit information questionnaire to complete and return, with the option of the questionnaire being shared with the person's supervisor or not.

The Executive Director conducts an employee satisfaction survey to identify areas that need improvement and to solicit ways to improve.

☐ Management team meetings/exercises

*Describe how these are conducted:*

None

☐ Other methods (please describe):

None

## **Promotions**

*Identify some of the most critical competencies you perceive to be most lacking in your organization. This may include any particular knowledge, ability, or skill, or personal trait:*

Leadership Skills

Advanced Education

*Which of these same competencies are most likely to affect a decision in your organization to open a vacancy to the general public rather than as a promotional opportunity:*

Both, leadership skills and advanced education.

*Identify barriers to promotional opportunities for internal employees, such as lack of education, infrequency of suitable vacancies, geographic location, etc. :*

Infrequency of suitable vacancies

Lack of minimum qualifications for the position

*Indicate if and how these barriers differ for protected class employees (females, minorities, persons with disabilities):*

The barriers do not differ for protected class employees.

## Employee Engagement

*Describe any activities or methods (such as surveys or interviews) your department uses to measure the engagement of your employees with your organization:*

Semi-annual surveys are conducted to solicit input from employees regarding job satisfaction. This was just started in FY08 and management will continue to use this practice for gauging employee satisfaction.

The Executive Director meets with all ICN employees at least quarterly to give updates, present awards, and to answer questions that are submitted either prior to the meeting or during the meeting. He also meets with all ICN employees on an as needed basis for updates that cannot wait for the quarterly meetings.

The ICN has a very active Employee Recognition Committee (ERC) made up of volunteer employees. This committee is quite creative and continually provides avenues for employees to engage in team building activities, as well as recognizing each other for achievements or just giving gratitude to each other for smaller acts that might otherwise go unspoken.

The ICN has an intranet that is instrumental in keeping all ICN employees apprised of anything that is going on. Submissions for the intranet are posted on a daily basis and any ICN employee can make requests for announcements or information to be placed on the intranet. This keeps everyone informed and helps to prevent employees from being left out unintentionally. Some of the routine information that can be found on the intranet are "Staff Notes" from each division used to update the Executive Director on projects, challenges, and red flags (bi-weekly), the DAS Focus Newsletter (bi-monthly). The intranet also provides easy access to directories, employee information, i.e., ICN Employee Handbook, Payroll, Leave Request links, etc.

In addition to the intranet, the ICN also has the "ICN Insider". This service provides a way to update employees via e-mail for all who wish to subscribe to it. The ICN Updater messages are sent in the morning and afternoon, daily, and serves as a way to remind employees of deadlines, opportunities, etc. Some of the same information from the ICN Insider appears on the intranet, as well.

Supervisors are encouraged to meet with their direct reportees on a regular basis.

*Identify what topics you address:*

- ☒ *Understanding of the organization's vision and mission*
- ☐ *Managerial approachability and style*
- ☒ *Job satisfaction*
- ☒ *Cultural inclusion*

- ☒ *Flow of and access to information*
- ☐ *Career progression awareness*
- ☐ *Work/life balance*
- ☐ *Other - Text Box*

*Employees would rate the department's effectiveness in communicating the support, programs and promotional opportunities available to them as:*

- ☒ *Good*   ☐ *Needing Improvement*   ☐ *Unknown*

*Describe the employee communication methods used to make employees aware of the support, programs, and promotional opportunities available to them:*

ICN has a centralized area for posting community activities, coupon sharing, recipe sharing, and other announcements, in addition to the availability of the intranet for sharing information with each other.

The PA posts Human Resource information and promotion opportunities on a bulletin board designated for HR notices. Promotion opportunity notices are also placed in each of the 4 quadrants of ICN as well as on the intranet.

*Describe any changes you plan to make around employee engagement in FY 2009:*

Management will continue to seek ways to improve communication with employees.

### **Plans to Improve – FY 2009**

*Check all programs you will implement in FY 2009 and describe how you see the program improving retention in your workforce for FY2009:*

- ☒ *Orientation and On-boarding:*

Develop a more appealing "welcome to ICN package" for new employees than just orientation packet of papers to complete and tour of the ICN/Capitol Complex.

Encourage hiring managers to be more proactive about setting goals for new employees and checking in on their progress.

- ☒ *Training and educational opportunities to support business needs and employee competencies to enhance promotional potential:*

ICN has always strived to provide employees the necessary training for them to do their jobs and will continue to seek training opportunities to help employees improve their competencies and promotional potential.

- ☐ *Workplace accessibility (visual, physical):*

☒ *Mentoring:*

The ICN will look for opportunities for its employees to mentor.

☒ *Awards and Recognition:*

The Employee Recognition Committee offers a special recognition every two months to the division that reaches a specific goal it has submitted to the ERC, which is a travelling dorm refrigerator fully stocked with beverages and snacks.

The Employee Recognition Committee sponsors a Kudos program in which employees are encouraged to submit a thank you or acknowledgement to co-workers. In turn for each "kudos" received, the employee receives a random playing card. At the end of each week, the person with the highest poker hand wins a prize.

The recognition wall is a more formal and public way for employees to express gratitude or to praise an employee for something he/she has done that had a positive effect on someone or group of individuals.

### III. Diversity Training

**AGENCY ACTION:** Please provide information about diversity related training provided in FY 2008. This will be used to report FY 2008 training activities for the FY 2008 affirmative action plan year.

All ICN employees received diversity training in FY07 from the HRE PDS trainer. Thereafter, all new employees were required to take the same training. No other additional diversity related training for ICN employees was required in FY08

Provide information about diversity-related training planned for FY 2009 in the text box.

To date, the only training planned is the mandatory training for Directors, Managers and Supervisors, and for all ICN employees. The Executive Director has received the training for directors, and 5 of the 7 managers and the PA have received the mandatory training for managers at the time of this report. As soon as the schedule is provided for employee training, the PA will schedule all ICN employees to attend a session. There are no other diversity training plans at this time.

ICN will look to add other diversity training as the opportunities arise.

**Note:** Mandatory diversity training will be provided to both management and employees in FY 2009. However, include in your plan and report any other training you are planning or have done.

## IV. Workforce Composition and Hiring Opportunities

**AGENCY ACTION:** The goal setting data to address underutilization of protected class members in underutilized job categories will be sent to you for action separately in late July as mentioned earlier in this document. This data won't be available until after the end of the fiscal year. Therefore you will not need to submit your hiring goals with this document.

We will continue to address numerical underutilization through the normal quantitative affirmative action process as you have done in the past:

- DAS will provide your agency with your department's workforce composition, average turnover, and underutilization by job class.
- Your agency will review this data and establish hiring goals for FY 2009.
- Hiring lists issued by DAS will continue to identify protected class members if the job class is underutilized. How this list is handled should be addressed in your hiring practices and procedures (Item I., above).
- DAS will calculate your year end FY 2008 protected class hiring progress.
- Your hiring progress in FY 2008 and hiring goals for FY 2009 will be incorporated into the AA/Diversity Plan Annual Report to the IGOV and Legislature, due by September 30, 2008.

You also receive periodic hiring opportunity reports that remind you of the vacancies that are currently in process for your department

As a general measure of diversity in state government, a current workforce composition report (April 17, 2008) comparing your department to the executive branch overall is provided. Please use this as needed.



## V. Efforts of the Agency to Encourage and Celebrate Diversity

**AGENCY ACTION:** Please fill in the following text boxes for each question. This will constitute your plan for FY 2009 to encourage and celebrate diversity. Also report any FY 2008 activities.

*Describe how the success of your diversity efforts advances your department's long-term strategic objectives and business goals.*

The success of ICN's diversity efforts advances the agency's long-term strategic objectives and business goals by assuring that the ICN is staffed with a workforce that will give us a broad perspective of the needs of our workers and customers. This broad perspective will help us to achieve what we have determined to be our strategic objectives and business goals.

*Describe how your managers and supervisors will be involved in diversity.*

Our managers and supervisors will be required to complete diversity training annually and to regularly meet with employees to obtain an understanding of employee's cultural differences.

*Executive Order 4 establishes the goal to be inclusive of employees with differences in age, race, creed, color, sex, sexual orientation, gender identity, national origin, religion, and disability. Describe the methods and activities you plan to initiate in FY 2009 to broaden inclusiveness for all these groups.*

All ICN employees participate in agency sponsored activities, as well as are asked to serve on committees at ICN that result in business decisions.